



## **Church Leadership and Administration CEAM 6320 Online**

New Orleans Baptist Theological Seminary  
Christian Education Division

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*The mission of New Orleans Baptist Theological Seminary is to equip leaders to fulfill the Great Commission and the Great Commandments through the local church.*

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### **Purpose of the Course**

The purpose of this course is to provide the student with the basics of Christian leadership and administration built around servant and transformational leadership principles.

### **Core Value Focus**

*Doctrinal Integrity* – Knowing that the Bible is the Word of God, we believe it, teach it, proclaim it, and submit to it. The doctrinal statements used in our evaluations are our Articles of Religious Belief and the Baptist Faith and Message Statement.

*Spiritual Vitality* – We are a worshiping community, with both personal spirituality and gathering together as a Seminary for the praise and adoration of God and instruction in His Word.

*Mission Focus* – We are not here merely to get an education or to give one. We are here to change the world by fulfilling the Great Commission and the Great Commandments through the local church and its ministries.

*Characteristic Excellence* – What we do, we do to the utmost of our abilities and resources as a testimony to the glory of our Lord and Savior Jesus Christ.

*Servant Leadership* – We follow the model of Jesus and exert leadership and influence through the nurture and encouragement of those around us.

Annually, the President will designate a core value that will become the focus of pedagogy for the year. For 2014-2015 academic year that Core Value is *Spiritual Vitality*.

### **Curriculum Competencies Addressed**

This course will address the following curriculum competencies:

1. *Biblical exposition*: The student will discover passages of Scripture that will address biblical foundations for leadership in the local church or Christian ministry setting .

2. *Theological and historical perspective:* The course will provide a systematic and historical progression of church leadership and ministry as it has evolved to the requirements today.
3. *Effective servant leadership:* The course is designed not only to teach about servant leadership but also to encourage the student to practice this leadership style.
4. *Interpersonal relationships:* The course contains a strong emphasis on interpersonal skills as a vital aspect of leadership and administration.
5. *Disciple making:* In this course, students are encouraged to understand that the ultimate purpose of leadership is transforming.
6. *Worship leadership:* The course does not directly address worship leadership, however the leadership principles discussed will relate to any venue of ministry in the local church.
7. *Spiritual and character formation:* Students are taught that ministry leadership and administration should flow out of a transformational walk with Jesus Christ.

### **Course Description**

This course will focus on a study of the servant leadership model as a basis for personal concepts of church and Christian ministry. By combining the requisite skills for a biblical concept of church administration, the student will explore appropriate models and formulate their personal leadership and administration style for Christian ministry.

### **Student Learning Outcomes**

By the completion of the course, each student will be able to:

1. Identify from Scripture biblical concepts for leadership in the local church and Christian ministry venues, and analyze these practices in terms of a biblical worldview.
2. Develop an understanding of the leadership principles found in Transformational/Servant Leadership and how they integrate into the management of the local church or Christian ministry venue.
3. Know and apply the administrative principles and practices in the planning, organizing, leading and evaluating the ministries of the local church or Christian ministry organization.
4. Develop an understanding of how the leadership and administrative practices in the course apply to the principle church administrative arenas of personnel, finance, and property and then able to communicate those in their ministry context.
5. Integrate and synthesize responses to situational studies relating to leadership and administration in the local church or Christian ministry setting.

### **Required Readings**

The following texts and resources are required reading for class discussions and are to be read in their entirety unless otherwise specified.

#### **Required Texts**

1. Echols, Steven and Allen England. *Catastrophic Crisis: Ministry Leadership in the Midst of Trial and Tragedy*. Nashville: Broadman & Holman, 2011.
2. Malphurs, Aubrey. *Being Leaders: The Nature of Authentic Christian Leadership*. Grand Rapids: Baker Book House, 2003.

3. Welch, Robert. *Church Administration: Creating Efficiency for Effective Ministry*, Second Edition. Nashville: Broadman & Holman, 2011.

### **Optional Texts**

See attached bibliography

## **Course Teaching Methodology**

### **Units of Study**

#### Unit One

Material taken from Malphurs, *Being Leaders* (during the first half of the course through self-guided sessions of material with an exam)

- Historical overview of leadership and the Biblical response.
- The call of the Christian leader.
- Biblical perspectives on Transformational/Servant Leadership.
- Introduction to leadership and change agency.
- The envisioning process and leading volunteers.
- Issues in leadership style.

Unit Two (during the second half of the course through self guided sessions of material with two exams)

Material taken from Welch, *Church Administration*

- Introduction to administrative principles.
- Administrative processes of planning, organizing, leading, and evaluation.
- The administrative composite.
- Skills for effective leadership and administration: committees, meetings, and budgets
- Skills for effective leadership and administration: personnel management
- Skills for effective leadership and administration: time management, decision making, delegation, and communication
- Skills for effective leadership and administration: ministry program management

Unit Three (achieved through five graded discussions and textbook throughout the course)

Material taken from previous two texts, Echols and England's *Catastrophic Crisis*, and other handout materials provided. These topics will be presented in the five discussion boards that run throughout the semester.

- Crisis Leadership.
- Contextual leadership challenges and case study analysis
- Integration of leadership with administrative principles
- Ministerial salary and allowances

**Teaching Method.** The course is being offered in an internet teaching format and will be team-taught by faculty representing both the Pastoral Ministry and Christian Education Divisions.

**Response Time.** Regarding all forms of Correspondence and communication, students can expect a response within one working day. Questions over a weekend may not have the same response rate as Monday through Friday since the professors travel and serve in ministry.

### **Assignments and Evaluation Criteria**

***A document is posted in Blackboard under “course documents” with specific assignment dates and uploading instructions. The schedule for the 5 graded discussions is also posted. These dates are beneficial to you as markers for this self-directed learning experience that will be guided by the professors.***

Students will respond to three summary examinations during the course of instruction.

1. Exam on *Being Leaders*. During the semester, there will be an exam on *Being Leaders* from a provided note and study guides. The study guide will be posted on BlackBoard. The student will be asked on the exam as to whether they have read the Malphurs book in its entirety.
2. The students will take exams on the sessions and *Church Administration: Creating Efficiency for Effective Ministry*. The Note-Guide and exam study guide will be posted on BlackBoard. The student will be asked on the exam whether they have read *Church Administration: Creating Efficiency for Effective Ministry* in its entirety.

*The examinations will be posted and will not be open book. Only questions from the study guides provided on BlackBoard will be on the exam. Therefore, it is important that the student not only read the texts prior to the course, but be familiar with the expectations of the study guide and review it prior to the beginning of the seminar.*

In addition to the cognitive examinations, students will be expected to demonstrate higher levels of learning achievement by:

3. Developing a chapter-by-chapter summary of the text: *Being Leader: The Nature of Authentic Christian Leadership*. Write approximately one-half page on each of the eight chapters for a total of four pages (double-spaced).
4. Writing a three - page, double spaced reaction paper of how the “Jethro-Principle” is applied in the local church. Refer to Chapter 1 of the Welch text for the “8 key concepts that one should consider from the “Jethro-Principle.” This assignment is an embedded assignment that will be completed by all students for all sections of this course. The rubric for grading this assignment is attached to this syllabus. Please complete the assignment according to this rubric.
5. Write a three page (double-spaced) analysis of how the concepts of transformational/servant leadership stances and the seven leadership competencies in Chapter 9 of *Catastrophic Crisis* (Leadership Lifeboats) can be employed in your current or future ministry.
6. Responding to assigned case studies and discussion boards.

Malphurs Chapter summary	20%
Exam One on Malphurs material	15
Exams Two and Three on Welch material	20
Jethro-Principle paper	15
Chapter Nine Application/Analysis paper	15
Case study Discussion Boards	15

### **Course Policies**

- The student will be expected to have access to online resources to download teaching and presentation documents in the Seminary’s BlackBoard system.

- Students who choose to present assignments via electronic media need to present those documents in a Microsoft Word (.doc or .docx) or PDF format. WordPerfect and Pages files will not be accepted for grade via electronic format.
- Exams are given in a 72 hours window through BlackBoard and are expected to be completed during that time.
- **Netiquette:** Appropriate Online Behavior. Each student is expected to demonstrate appropriate Christian behavior when working online on Discussion Boards or whenever interaction occurs through web, digital, or other electronic medium. The student is expected to interact with other students in a fashion that will promote learning and respect for the opinions of others in the course. A spirit of Christian charity is expected at all times in the online environment.
- **Academic Honesty Policy:** All graduate and undergraduate NOBTS students, whether on-campus, internet, or extension center students, are expected to adhere to the highest Christian standard of honesty and integrity when completing academic assignments for all courses in every delivery system format. The Bible provides our standard for academic integrity and honesty. This standard applies whether a student is taking tests, quizzes, exams, writing papers, completing Discussion Boards, or any other course requirement.

### Selected Bibliography

#### **Texts**

- Anderson, *Leadership that Works*, Minneapolis: Bethany House, 1999
- Anthony, Michael and James Estep. *Management Essentials for Christian Ministries*. Nashville: Broadman & Holman, 2005.
- Banks, Robert, and Bernice M. Ledbetter, *Reviewing Leadership: A Christian Evaluation of Current Approaches*. Grand Rapids: Baker Academics, 2004.
- Bass, Benard M. *Bass and Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications*. (3rd Ed.). New York: Free Press, 1990.
- Bennis, Warren and Burt Nanus. *Leaders*. Toronto: Fitzhenry and Whiteside, 1985.
- Berkley, James D. *Leadership Handbook of Management and Administration*. Grand Rapids: Baker Book House, 2007.
- Blackaby, Henry and Richard Blackaby. *Spiritual Leadership: Moving People on to God's Agenda*, Revised and Expanded. Nashville: Broadman and Holman, 2011.
- Blanchard, Zigarmi and Zigarmi, *Leadership and the One Minute Manager*, New York: Morrow, 1985
- Bonem, Mike, Roger Patterson. *Leading From the Second Chair*. San Francisco: Jossey- Bass, 2005.
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- Burns, James MacGregor. *Transforming Leadership*. New York: Grove Press, 2003.
- Clinton, Robert J. *The Making of a Leader*. Colorado Springs: NavPress, 1988.
- Dale, Robert. *Pastoral Leadership*, Nashville: United Methodists Publishing House, 2001
- Dever, Mark. *12 Challenges Churches Face*. Wheaton IL: Good News Publishers, 2008.

- Drucker, Peter F. *Managing the Nonprofit Organization: Practices and Principles*. New York: Harper Collins Publishers, 1990.
- Everist, Norma Cook and Craig L. Nesson. *Transforming Leadership: A New Vision for a Church on Mission*. Minneapolis: Fortress Press, 2008.
- Ford, Leighton. *Transforming Leadership*. Downer's Grove, Intervarsity, 1991.
- Gangel, Kenneth O. *Feeding and Leading: A practical handbook on administration in church and Christian organizations*. Grand Rapids: Baker Books, 2000.
- Gardner, John W. *On Leadership*. New York: The Free Press, 1990.
- Goleman, Daniel, Richard Boyatzis, and Annie McKee. *Primal Leadership: Realizing the Power of Emotional Intelligence*. Boston: Harvard Business School Pub., 2002.
- Goethals, George R., Georgia J. Sorenson, and James McGregor Burns, editors. *Encyclopedia of Leadership*. Thousand Oaks, California: Sage Publications, 2004.
- Greenleaf, Robert K. *Servant Leadership: A Journey Into the Nature of Legitima Power and Greatness*. New York: Paulist Press, 1977.
- Greenberg, Jerald and Robert A. Baron. *Behavior in Organization: Understanding and Managing the Human Side of Work*. 10<sup>th</sup> ed. Upper Saddle River, New Jersey: Prentice Hall, 2010.
- Hamm, Richard. *Recreating the Church: Leadership for the postmodern age*. Danvers MA: Chalice Press, 2007.
- Herrington, Jim, Mike Bonem and James H. Furr. *Leading Congregational Change*. San Francisco: Jossey-Bass Publishers, 2000.
- Hersey, *The Situational Leader*, New York: Warner books 1984
- Hesselbein, Francis and Marshall Goldsmith, eds. *The Leader of the Future 2: Vision s, Strategies, and Practices for the New Era*. San Francisco: Jossey-Bass, 2006.
- Kotter, John. *Leading Change*. Boston: Harvard Business School Press, 1996.
- Lewis, Philip V. *Transformational Leadership: A New Model for Total Church Involvement*. Nashville: Broadman and Holman, 1996.
- Massey, Floyd and Samuel Berry Mckinney, *Church Administration from the Black Perspective* (Revised). Chicago: Judson Press, 2003.
- McCormick, Blaine and David Davenport. *Shepherd Leadership: Wisdom for Leaders from Psalm 23*. San Francisco: Jossey-Bass, 2003.
- McIntosh and Rima, *Overcoming the Dark Side of Leadership*, Grand Rapids: Baker Book House, 2007.
- Powers, Bruce P. (ed.). *Church Administration Handbook*. Nashville: Broadman & Holman Press, 2008.
- Richardson, Ronald, *Creating a Healthier Church*, Minneapolis: Augsburg Fortress, 1996
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Sheffield, Tommy and Tim Holcomb, *Church Officer Committee Guidebook*, Nashville: Convention Press, 1995

Stevens, Tim and Tony Morgan. *Simple Strategic Stuff: Help for leaders drowning in the details of running a church*. Loveland CO: Group Publishing, 2004.

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Welch, Robert, and Kevin Walker, *The Church Organization Manual*, Richardson, TX: National Association of Church Business Administration, 2011

Wren, J. Thomas, ed. *The Leader's Companion: Insights on Leadership Through the Ages*. New York: Free Press, 1995.

Yukl, Gary. *Leadership in Organizations*. 7th ed. Upper Saddle River, New Jersey; Prentice Hall, 2009.

## **Data Sources**

*Christianity Today Magazine*. ChristianityToday.com. 465 Gundersen Drive, Carol Stream, Illinois 60188; Email: Connection@ChristianityToday.com.

*Church Executive Magazine*. Power Trade Media LLC. 4742 N. 24th Street Suite 340 Phoenix, AZ 85016; Email: churchexecutive.com

*Leadership Magazine*. LeadershipJournal.net. *The Leadership Journal* is published bimonthly by Christianity Today International, 465 Gundersen Drive, Carol Stream, Illinois 60188 and is offered by subscription to churches at leadershipjournal.net.

*Leadership Network*, 2626 Cole Avenue, Suite 900 Dallas, Texas 75204; Email: leadnet.org.

*Ministry Today Magazine*, Strang Communications Company, 600 Rinehart Road, Lake Mary, FL 32746. Email: ministriestodaymag.com.

*NACBA Ledger and NACBA-gram*. National Association of Church Business Administration, 100 North Central Expy., Suite 914, Richardson, TX 75080; Email: nacba.net.

*The Clergy Journal*. The Alban Institute, 2121 Cooperative Way, Herndon, VA 27101; Email: logosproductions.com and at congregationalresources.org

*Managing Your Church* and *Church Law and Tax* and *Leadership Journal* Newsletters published monthly by Christianity Today International, 465 Gundersen Drive, Carol Stream, Illinois 60188 Email: managingyourchurch.com, churchlawandtax.com and Leadershipjournal.net..

Pastor's Weekly Newsletter; Pastors Newsletter - ChurchLeaders.com  
 ChurchLeaders@nc.churchleaders.com; and ChurchLeaders.com Daily Update,  
 ChurchLeaders@nc.churchleaders.com

## Grading Rubric

### Jethro Principle Paper

#### CEAM 6320 Church Leadership and Administration

##### Exodus 18:14-23 (HCSB)

<sup>14</sup>When Moses' father-in-law saw everything he was doing for them he asked, "What is this thing you're doing for the people? Why are you alone sitting as judge, while all the people stand around you from morning until evening?" <sup>15</sup>Moses replied to his father-in-law, "Because the people come to me to inquire of God. <sup>16</sup>Whenever they have a dispute, it comes to me, and I make a decision between one man and another. I teach [them] God's statutes and laws." <sup>17</sup>"What you're doing is not good," Moses' father-in-law said to him. <sup>18</sup>"You will certainly wear out both yourself and these people who are with you, because the task is too heavy for you. You can't do it alone." <sup>19</sup>Now listen to me; I will give you some advice, and God be with you. You be the one to represent the people before God and bring their cases to Him. <sup>20</sup>Instruct them about the statutes and laws, and teach them the way to live and what they must do. <sup>21</sup>But you should select from all the people able men, God-fearing, trustworthy, and hating bribes. Place [them] over the people as commanders of thousands, hundreds, fifties, and tens. <sup>22</sup>They should judge the people at all times. Then they can bring you every important case but judge every minor case themselves. In this way you will lighten your load, and they will bear [it] with you. <sup>23</sup>If you do this, and God [so] directs you, you will be able to endure, and also all these people will be able to go home satisfied."

##### Key Concepts

1. One individual cannot do the work of ministry alone
2. It will lead to burnout – of the leader and the people
3. The leader is to do the primary task – represent to God, instruct and teach, etc.
4. The leader is to select qualified persons to assist him
5. The leader is to delegate to those individuals portions of the task
6. These subordinates report back to the leader
7. The load will be lightened; the leader will endure
8. The people will be satisfied participants

## Rubric for Jethro Principle Paper

Student: \_\_\_\_\_ Date: \_\_\_/\_\_\_/\_\_\_

Professor: \_\_\_\_\_

	No Mention 0	Brief Mention 1-3	Modest Explanation 4-7	Thorough Discussion 8-10	
Key Concepts					
One can't do all the work					___/10
Burnout (leader and/or the people)					___/10
Leader does primary task (preaching and teaching)					___/10
Leader selects qualified people					___/10
Leader should delegate					___/10
Delegates report back to the leader					___/10
Load will be lightened					___/10
People will be satisfied					___/10
<b>Writing Style and Mechanics</b>	<b>Poor 1-2</b>	<b>Adequate 3-6</b>	<b>Proficient 7-8</b>	<b>Exemplary 9-10</b>	
Use of Turabian writing guidelines					___/10
Grammar, capitalization, punctuation, and spelling					___/10
<b>Total Points</b>					___/100